



**MANITOBA
LIQUOR
CONTROL
COMMISSION**

69th ANNUAL REPORT
FOR THE FISCAL YEAR APRIL 1, 1981 TO MARCH 31, 1982

LIQUOR CONTROL COMMISSION

MISSION STATEMENT

A customer oriented organization providing services to the public and revenue to the Province through the effective and regulated purchase and sale of quality beverage alcohol and related products.

CORPORATE PHILOSOPHY

The Manitoba Liquor Control Commission is committed to sound economic and business principles and the pursuit of management excellence.

This is demonstrated through a sensitive and innovative approach in developing its policies and practices, considering the interests of customers, employees and suppliers.

The Commission administers the Act in a fair, reasonable and socially responsible manner, reflecting changing societal values and expectations.

The Commission will effectively communicate both internally and externally.

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LIQUOR CONTROL COMMISSION

(As at March 31, 1992)

BOARD OF COMMISSIONERS

Chairman Charles T. Birt, Q.C.
Vice Chair L. Dianne Lambert
Commissioner Joyce G. Buffie
Commissioner Wesley N. Goodspeed
Commissioner Sally J. Harrison

LICENSING BOARD

Chairman Edward T. Revel
Vice Chair Susan M. Barnsley
Member Linda G. Cameron
Member Charles Clark
Member George W. Lapp

EXECUTIVE OFFICERS

President & Chief Executive Officer Derek E. R. Smith
Vice President, Finance & Licensing Al B. Ahoff
Vice President, Purchasing & Sales Don V. Lussier
Vice President, Human Resources & Administration Roman Zubach

Head Office and Warehouse
1555 Buffalo Place, Fort Garry
Postal Address — P.O. Box 1023, Winnipeg, Manitoba R3C 2X1



THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

LETTER OF TRANSMITTAL

The Honourable Linda G. McIntosh
Minister Responsible for The Liquor Control Act
Province of Manitoba
Legislative Building
Winnipeg, Manitoba
R3C 0V8

Dear Madam Minister:

It gives me great pleasure to provide you with the Sixty-Ninth Annual Report of The Liquor Control Commission for the fiscal year ended March 31, 1992.

Over the past year, the Commission has met the objectives set forth in its strategic plan, focusing its attention on excellence in customer service, responsible consumption of alcohol, environmental concerns and increasing the revenue remitted to the Province.

I would like to express the appreciation of the Board of Commissioners to the management and staff for their achievements. The dedication and enthusiasm of this organization is noted by the Board and merits recognition.

Yours truly,

Charles T. Birt, Q.C.
Chairman
July 2, 1992



Board of Commissioners:
(l to r): Joyce Buffie, Dianne Lambert,
Wes Goodspeed, Sally Harrison, and
Charles Birt, Q.C. (Chairman).



THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

Mr. Charles T. Birt, Q.C.
Chairman
The Liquor Control Commission
1555 Buffalo Place
Winnipeg, Manitoba

Dear Mr. Birt:

I am pleased to provide the sixty-ninth annual report of the Liquor Control Commission covering the fiscal year ended March 31, 1992.

Sales amounted to \$339 million, a decrease of \$9 million or 2.5% from the previous year. Net profit remitted to the Minister of Finance increased by 3.9% or \$5 million to \$141 million over the same period.

The long-term trend of declining volumes slowed somewhat this year with a drop of 2.0% for spirits and 2.6% for wine (including coolers and ciders) while beer remained relatively constant. As a result, sales of absolute alcohol remained the same at 6.0 litres per capita.

Although retail prices of domestic spirits increased slightly early in the fiscal year, many domestic spirits declined in response to lower-priced products being available. In fact, some domestic spirits retail prices were lower this year than they were in 1987. No supplier increases occurred on domestic wines, although the decline of the Canadian dollar resulted in slight increases in some imports. Domestic retail beer prices increased by 3.5% due to a supplier price increase in February 1992, the first increase since March 1990.

In October 1991, our Niakwa Road Liquor Mart, fifth busiest in the city, relocated to the Southdale Centre with an expanded selling area featuring over 1,200 general listings and an additional 200 fine wines in a Wine Corner. In December, a temporary store was opened in the Shops of Winnipeg Square at Portage & Main. A permanent store will be opened this year to serve the community in downtown Winnipeg. Other

Winnipeg stores receiving facelifts and customer convenience refinements were Charleswood and Regent Park, while stores in Flin Flon, Swan River, Thompson and Pine Falls also underwent minor renovations.

The implementation of the point-of-sale cash register system and the accompanying training of personnel were completed on schedule. City of Winnipeg stores were completed at the end of November 1991, while rural stores were completed at the end of March 1992. The system was installed without major difficulties and is operating satisfactorily. The system will provide considerable information to our stores personnel for decision-making purposes.

Renovations to the Head Office were completed, resulting in better working conditions and improved security, as well as providing better customer services through our reception centre, the issuing of licences and permits and the placement of customer orders.

Education and training have been emphasized during the year, with particular attention to customer service and product knowledge for our full-time store employees. Additional specialized educational programs have been offered to other personnel. Almost 12,000 person-hours of training have been provided to our employees during the past year.

In addition, the Commission increased the number of occasional permit seminars for service and community organizations and licensing seminars for licensees. These are given in formal seminars in the rural communities, as well as informally through our inspection services personnel.

While the Licensing Division emphasized education and assistance to licensees, considerable effort was placed on violations to the Liquor Control Act, primarily consumption by minors and overservice. In addition, a thorough review of the policies and procedures of the division was undertaken with a view to enhance the opportunities for licensees to serve the Manitoba public.

This year marked the completion of the first year of a Three-Year Strategic Plan for the Commission. A Mission Statement, Corporate Philosophy and Corporate Objectives were set for the Commission, with the major objective being one of customer service. The emphasis of many of our objectives is to encourage participation, contribution of thoughts, ideas and concerns from our employees throughout the province, and to provide the necessary training and exposure to facilitate this opportunity. I am happy to report that the enthusiasm and contribution of our employees has resulted in the accomplishment of the major goals.

A restructuring of the Commission's executive resulted in the amalgamation of our Purchasing, Distribution and Retail Sales Departments under a Vice President, Purchasing & Sales, while Licensing & Inspection were combined with Finance under a Vice President, Finance & Licensing. The Human Resources Department was combined with Administration Services under a Vice President, Human Resources & Administration.

This year marked the introduction of a number of initiatives to be better informed and participate in areas of social responsibility.

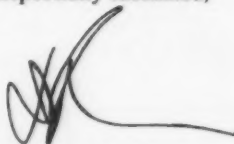
Our Licensing staff have been involved in community and advocacy programs such as TADD, Safe Grad, and others in conjunction with the Alcoholism Foundation of Manitoba, RCM Police and core-area advocacy groups. We intend to widen our involvement in these areas in the future.

Seven employees retired from service during the year, and eleven long-service awards were presented. We thank these employees for their service and contribution.

Irene Hamilton, formerly Vice President, Licensing, resigned from the Commission last April to accept a senior position with the Manitoba Government. We acknowledge, with thanks, Irene's significant contribution to the Commission for her almost ten years of service.

Particular thanks are extended to our Board of Commissioners, our Licensing Board, the hospitality industry associations, and Liquor Control Commission employees.

Respectfully submitted,



Derek E. R. Smith
President & Chief Executive Officer
July 2, 1992



Executive Committee:
President Derek Smith (seated)
with Vice Presidents Don Lussier,
Al Ahoff and Roman Zubach.

HUMAN RESOURCES & ADMINISTRATION

The number of permanent employees of the Commission at March 31, 1992, compared with 1991 was as follows:

	1991	1992
Executive Officers	7	4
Head Office	114	114
Distribution Centre and Order Office	38	35
Maintenance and Carpentry	10	11
Liquor Stores	<u>206</u>	<u>203</u>
	<u>375</u>	<u>367</u>

Note: During the year, the Commission employed 499 part-time employees (517 in 1991) which equated to 117 full-time positions (114 in 1991).

Retirement and Long Service

During the fiscal year, seven employees retired and presentations were made in recognition of many years of valued service at the Annual Retirement and Long Service Dinner. Presentations were also made to eleven employees who received long service awards.

Training and Development

During the fiscal year, the Human Resources Division provided 193 course offerings for 707 participants. These training courses covered a spectrum of topics which encompassed all levels from senior managers to store clerks. The emphasis was on customer service and management training.

During the fiscal year, a product knowledge seminar was initiated for part-time employees.

Employee Relations

In April 1991, negotiations commenced to conclude a new collective agreement. With the introduction of Wage Bill 70, benefits and certain terms of the collective agreement were extended for one year. Negotiations commenced again in March 1992.

The Performance Management System for all Commission employees has been in operation for one complete year and the feedback has been positive.

RETAIL SALES

Sales Results

In fiscal 1992, total sales of all types of liquor to the public through Commission liquor stores and privately owned and operated liquor vendors decreased slightly from \$168.4 million to \$167.0 million or (.8%).

Liquor Stores

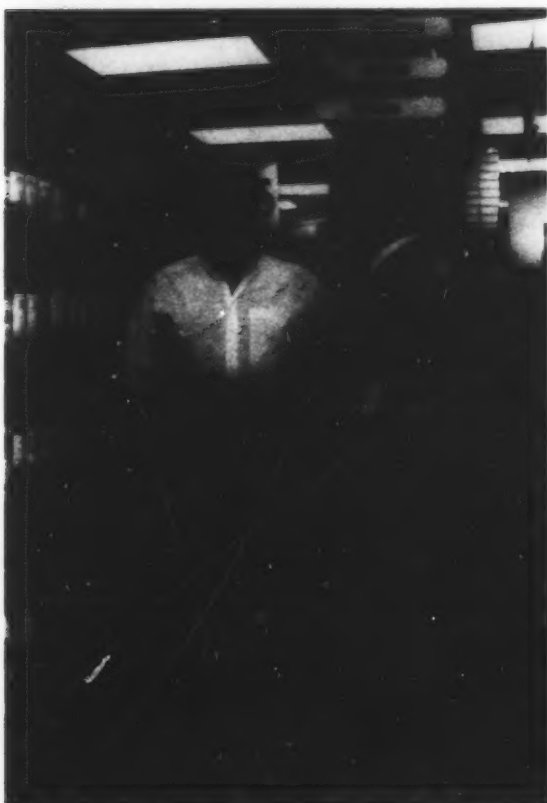
At year end, there were 49 self-serve Commission liquor stores in Manitoba (Appendix I). Sales to the public through these stores totalled almost \$138 million, a 1.3% decrease from fiscal 1991. Licensees purchased

approximately \$9.7 million of liquor through the Commission liquor stores during the year, an increase of \$1.0 million from the previous year.

Liquor Vendors

At March 31, 1992, there were 170 liquor vendors (of which 100 are self-serve) authorized to sell liquor at retail in rural Manitoba (Appendix II). During the year, 9 liquor vendors changed ownership, 3 outlets were re-established and 5 closed. Sales by this group to the public were \$32 million or 8.5% of all Commission liquor sales in fiscal 1992, a 2.1% increase from fiscal 1991. In addition, liquor vendors sold approximately \$2.6 million of liquor to licensees during the year and received discounts of \$2.9 million for providing this service to the public and licensees.

In recognition of their increasing operating costs, the discount structure for liquor vendors was increased effective in April.



Sales Manager Barry Crackston reviews stock with Vernon Appleyard of the Stonewall liquor vendor.

Store Development

The city's fifth busiest liquor store located at 107 Niakwa Road was relocated to the Southdale Centre in October. The new 7,500 square foot store features a Wine Corner which presents approximately 200 fine wines for the customer to choose from as well as over 1,200 general listings.

To provide added convenience for downtown shoppers during Christmas, a temporary liquor store was opened in the Shops of Winnipeg Square at Portage & Main.

New customer checkout counters with half bottle sections were installed in the Charleswood, Regent Park Shopping Centre and Flin Flon Liquor Stores. In addition, new aisle fixtures were installed in the Charleswood, Regent Park and Swan River Liquor



New Point-of-Sale equipment in liquor stores enhances speedy customer service.

Stores. Minor renovations were also made to the Regent Park Store and the parking lots at Thompson and Pine Falls Liquor Stores were resurfaced.

The installation of electronic point-of-sale equipment in all 49 liquor stores was completed during the year. This state-of-the-art equipment will provide store management with more timely information resulting in improved efficiencies in store operations and enhanced customer service.

The security systems in rural Manitoba liquor stores were upgraded as well as some security improvements in a number of Winnipeg locations.

In keeping with the Commission's Mission Statement as a "customer oriented organization", renovations to the Commission's Buffalo Place head office were completed during the year, considering the interests of customers, employees and suppliers. The reception area, the mailroom and the Human Resources department were relocated to the first floor to enhance the convenience for those conducting business at head

office. A security system was also installed.

The Federal Government approved two new land-based duty free stores for Manitoba. Kitt's Duty Free Shop Inc. was opened in Sprague and the Peace Garden Duty Free was opened in Boissevain, bringing to four the number of duty free shops operating in the province.

PURCHASING

Volume Sales

In fiscal 1992, spirits volume declined 2.0%; wine volume (including coolers and ciders) was down 2.6%; while beer volume was roughly the same as the previous year.

Lower-priced spirits proved popular during the year, especially vodka, which was up 4% in volume in a declining market. Growth was not limited to vodka as light rums, tequilas and single malt scotches also increased their sales during the year.

White wines, which account for over half of all wine sales, decreased by 4.2%, while red wines remained relatively stable. Champagne and sparkling wines declined by 12.2%, while fortified wines increased 0.9%. Spirit cooler volumes were up 21.3%, with wine coolers and ciders sales declining at approximately the same rate.

Although volumes continued to decline, the rate of decline slowed in comparison to previous years. This can likely be attributed to more competitive pricing on spirits and wine and the increased levies on private importations above nine litres.

Distribution and Inventory

The average inventory decreased 11.5% to 170,000 cases while inventory turnover increased from 7.4 to 8.1 turns. A 98% in-stock service level was maintained. The new inventory management system introduced during the previous fiscal year was helpful in achieving this improvement.

A 17% reduction in less than case lot distribution improved efficiencies in the Distribution Centre. This significant reduction was largely due to a surcharge on

orders to liquor vendors, plus the implementation of a computerized ordering system (POS) in all liquor stores.



Warehouseman Peter Penner operates high stacking forklift in the Distribution Centre.

Prices to Consumers

Prices of most domestic spirits increased slightly near the beginning of the fiscal year (3-4%). However, throughout the year, in response to lower-priced imports, many domestic spirits declined in price to remain competitive with these lower-priced consumer alternatives.

Domestic wine prices remained stable throughout the fiscal year with no supplier price increases, while many imports increased approximately 6-10% due to the decline in the value of the Canadian dollar. Domestic beer prices increased slightly (3.5%) due to a supplier price increase in February 1992.

In October, a public price list was published featuring the 1991 Grey Cup on the cover. It also contained an informative article on Canadian VQA (Vintners Quality Alliance) wines and a mail-in customer survey. The typewritten trade price list was replaced by a more concise computer price list that was mailed to trade customers four times during the year.



MLCC recognized Grey Cup activities with price list cover, and extended operating hours for licensed premises.

Product Assortment & Education

In the fall, a Director, Purchasing was appointed with responsibility for product selection, purchasing and inventory investment, merchandising programs, product education and the maintenance of quality standards for products.

The Listing Committee, responsible for new product selection and delistings, was expanded to seven members to add additional expertise from retail stores and head office. Concurrently, a Gross Profit Sales Quota System was implemented to deal more efficiently with slower selling products. The review of the slower selling products was also increased to three times per year to clear them more quickly. During the year, over 100 slow-moving products were removed from the market and replaced with almost the same number of new products.

As can be seen in the following chart, the increase in the number of products listed resulted from an expansion of Specialty listings. Specialty products increased in sales by 31% from fiscal 1991.

Product Listings

	1991	1992
Spirits - Regular	502	474
- Specialty	68	83
Wines - Regular	515	505
- Specialty	470	507
Beer - Regular	110	107
- Specialty	2	4
Coolers & Ciders		
- Regular	43	35
- Specialty	<u>1</u>	<u>1</u>
	<u>1,711</u>	<u>1,716</u>

To ensure that customers are provided with a variety and a quantity of products consistent with market demand, members of the Commission's Internal Grading Panel met 13 times and reviewed over 200 wines as potential listings. Similarly, the Commission's External Panel met 11 times and reviewed over 150 wines as possible Specialty listings.

An Agent Stock Program was introduced to support the local agents in introducing new products to the Manitoba market. Of the 17 products market tested in this program, four products were approved for general listing during the year.

As part of the ongoing commitment to provide product knowledge training to employees, 23 employees completed the MLCC Basic Wine & Spirit Course. In total, 166 full-time employees have graduated from this course, with a further 22 having attained the second level Higher Certificate Product Course. In addition, a new program of one-day product seminars was offered to part-time retail employees with 97 participants taking part.

Two product knowledge courses are available for licensees: the two-day Wine Servers Training Seminar for managers and owners, and the two-hour Wine Workshop developed for food and beverage servers. More than 300 licensed premise staff took advantage of these programs during the year.

A six member product consultant team was formed of Higher Certificate graduates to accommodate the increasing number of requests for MLCC product experts to lead tastings and give educational talks to various groups and organizations. Sixteen of these presentations were provided by the Commission during the year.

In May 1991, a four-day trade show called the World of Wine was held at the Convention Centre. The show, which involved 132 products, 23 display booths and an on-site MLCC store, was attended by approximately 1,400 people.

To emphasize the internationally recognized ability of Canadian wine makers, 26 specially selected Canadian wines, each having the prestigious VQA designation, were added to the specialty assortment. In addition, 32 special gift packages were selected for the Christmas season.

Merchandising

A revised approach to the planning of major merchandising events was developed, including more intensive work in analyzing program potential. A closer working relationship with local agents, suppliers and customers was also initiated to develop programs better targeted to their needs.

The in-store product sampling program was expanded to include spirits containing less than 30% alcohol by volume. This program proved highly popular during the

year. The highlight proved to be Grey Cup week when, in four days, 20,000 samples were poured for appreciative customers. In total over 199,000 samples were poured during the year.

The in-store merchandising displays continued to be welcomed by customers, especially those offering added value such as draws for jackets, umbrellas and even tool kits. Popular programs included a Safe Driving Event in February featuring a first aid kit; a September program organized with the Global Relief Organization involved the donation of 25¢ per bottle of product sold to community reforestation projects; a December program featured 50¢ per bottle of product sold donated to the Children's Wish Foundation.

The Wines of California festival held in May 1991 realized sales of over 6,800 cases, and proved to be a very successful imported wine event.

The 10th annual Canadian Wine Festival was held in October. Featured in all liquor marts, liquor vendors and licensed premises, the event broke all records, with over 22,000 cases sold. Customers were eager to take advantage of sale prices on their favourite wines, especially popular were the new high quality VQA designated wines.

Beaujolais Nouveau was released for sale on November 21st with 600 cases sold.

Recycling

During the year, the Commission continued its association with Manitoba Soft Drink Recycling Inc. to collect and recycle non-deposit beverage alcohol containers on a fee-for-service basis. Return rates showed a steady growth throughout the year and, by the end of fiscal 1992, a total of 2.1 million lbs. of glass had been collected, a 25% increase over the previous year. The Commission participated as a member of the Department of Environment's WRAP Committee, producing a plan to recycle 60% of all non-deposit glass beverage containers within three years.

LICENSING

In September, organizational changes within the Commission resulted in the Licensing Division being divided into two departments - Licences & Permits and Inspection Services. These two departments were incorporated into the Finance & Licensing Division.

During fiscal 1992, Licensing continued to put significant emphasis on customer information and education.

Occasional permit seminars were held in Russell, The Pas and Dauphin, and Licensing seminars were held in The Pas, Thompson and Morden.

A large number of in-house training sessions were conducted with licensees and their staff.

As well, a seminar entitled "Campus Alcohol Policies and Practices" was conducted at an Association of Canadian Community Colleges conference.

The Licensing Board travelled to Brandon and convened a special meeting to hear applications for licences and disciplinary matters for applicants and licensees in the area.

The Pas Inspection office was closed in September. All of northern Manitoba now falls under the Thompson office inspectorate.

Licences & Permits and Inspection Services provided planning, promotional and operational assistance to a number of festival organizers for events being held under the authority of an occasional permit throughout the province.

In consultation with Licences & Permits and Inspection Services, the Manitoba Lotteries Foundation introduced video lottery terminals in rural hotels and cocktail lounges in November 1991.

Approval under Section 100 of the Act was issued to all licensed premises in Manitoba to extend hours of operation for the Grey Cup Festival held in Winnipeg in November 1991. In addition, licensees took advantage of this new section to host 35 other significant events on Sundays.

In March 1992, the selling price for Commission-issued photo identification cards was raised from \$2.00 to \$4.00 to recover the cost of issuing the cards.

The Canadian National TADD (Teens Against Drinking and Driving) Conference was held in Winnipeg in March 1992 and was co-chaired by Inspection Services staff.

The number of occasional permits issued in this fiscal year declined 6.4%, to 19,739 from 21,097. Additional fees for sale permits declined 8%, to \$1,218,000 from \$1,324,000. Changing social attitudes and an aging population were major contributing factors in the decline of occasional permits.

AMENDMENTS TO THE LIQUOR CONTROL ACT

The Liquor Control Act was amended by Bill 50 which was assented to July 26, 1991. The significant amendments to the Act provide that:

- All licensed premises may operate on Thanksgiving Day as a regular day of business;
- Cocktail lounges may open on Sunday as a regular day of business, with the exception of Easter Sunday or on a holiday as defined under the Act;
- The section allowing the Commission to extend hours of operation in licensed premises for events of provincial or national importance was expanded to include community and municipal events;
- A dining room that is connected or included within an unregistered hotel may now be licensed;
- A dining room in a hotel may now be licensed to an independent operator;
- Retail beer vendor licensees may deliver beer orders to designated occasional permit functions on a Sunday;
- A liquor manufacturer may now have a direct, indirect, or contingent interest in the ownership of licensed premises;
- Wine auctions by registered non-profit organizations are now permitted.

The Bill also contained general amendments of a housekeeping nature.

One new regulation was registered and three amendments to existing regulations were registered.

Manitoba Regulation 197/91 was filed September 4, 1991, including the following provisions:

- A reference to Goods and Services Tax be included on menus;
- Licensees are prohibited from keeping adulterated or diluted liquor on the licensed premises;
- Allow credit cards to be accepted for liquor sold under licence;
- Allow games in private clubs with no area requirement restrictions;
- Cabarets and private clubs operating on a Sunday must provide bills to patrons for food and liquor sales;
- Private club licences may only be issued to non-profit corporations.

Manitoba Regulation 220/91 was filed October 3, 1991 with a technical amendment to M/R 197/91.

Manitoba Regulation 30/92 was filed February 24, 1992 setting out procedures for licensing appeals.

Manitoba Regulation 41/92 was filed March 6, 1992 amending the definition of a unit of liquor purchased under an occasional permit to be 24 bottles or cans of beer, coolers, ciders or imported beer, each containing not more than 355 ml. This amendment was effective April 1, 1992.

LIQUOR REFERENDA

One town presented a by-law to its electors for approval of the issuance of new classes of licences within their town. As a result, the Town of Winkler approved a by-law allowing a dining room licence to be issued.



*Licensing Board: (l to r):
Linda Cameron, Charles
Clark, Ted Revel
(Chairman), Sue
Barnsley and George
Lapp.*

LICENSING BOARD

During fiscal 1992, the Licensing Board held 13 regular public meetings, two special public meetings, and one annual public meeting.

Licence applications considered by the Board during the year included:

- 33 applications related to conversion to other types of licences and to the extension of licensed areas;
- 143 applications related to premises which were unlicensed;

- 57 applications related to the purchase of existing hotels or restaurants;
- 23 applications dealt with changes in ownership of shares of a corporation operating licensed premises.

Also considered were:

- 11 applications related to obtaining an additional licence;
- 28 applications related to various miscellaneous licensing matters.

Licences

Licence changes during the year are listed below as at March 31st:

Licence	No. in Effect 1991	Issued New	Not Renewed or Terminated	No. in Effect 1992
Hotel Registration	330	9	16	323
Retail – Beer Vendor	304	4	12	296
– Brewer's Retail	1	Nil	Nil	1
– Sacramental Wine	4	Nil	Nil	4
Beverage Room	298	5	14	289
Dining Room	932	105	96	941
Transportation	15	1	2	14
Cocktail Lounge	301	35	34	302
Cabaret	19	2	3	18
Spectator Activities	20	1	Nil	21
Private Club	208	5	2	211
Military Canteen	44	3	Nil	47
Sports Facility	43	9	3	49
Manufacturer's	<u>47</u>	<u>Nil</u>	<u>1</u>	<u>46</u>
Totals	<u>2,566</u>	<u>179</u>	<u>183</u>	<u>2,562</u>

One new hotel was constructed and eight hotels were re-opened.



Friendly assistance is given to customers at our head office licences and permits counter.

Administration of Occasional Permits

Occasional permits issued:

	1991	1992
Occasional permits (non-sale of liquor)	6,912	6,370
Occasional permits (sale of liquor)	<u>14,185</u>	<u>13,369</u>
	<u>21,097</u>	<u>19,739</u>
Occasional permits - Winnipeg	10,690 (51%)	9,748 (49%)
Occasional permits - balance of province	<u>10,407 (49%)</u>	<u>9,991 (51%)</u>
	<u>21,097</u>	<u>19,739</u>
Application for occasional permits withdrawn	578	598
Application for occasional permits disapproved	76	56

Number of Establishments Licensed for On-Premises Consumption as at March 31, 1992:

(These establishments may hold more than one class of licence.)

	1991	1992
Hotels	329	323
Private Clubs	208	211
Military Canteens	44	47
Restaurants	587	601
Cabarets	16	15
Transportation Companies	15	14
Nursing Homes	20	21
Spectator Activities	20	21
Sports Facilities	<u>43</u>	<u>49</u>
	<u>1,282</u>	<u>1,302</u>

Disciplinary Action

The Licensing Board held 41 disciplinary hearings under the Liquor Control Act. The Board of Commissioners held 10 appeal hearings during the year.

Overall, disciplinary action in this fiscal year, compared with 1991 is:

	1991	1992
Licensees		
Warning Letters	38	35
Disciplinary Hearings	35	41
Appeal Hearings	9	10
Suspensions	31	27
Total Days Suspended	50	40
Other Action	2	1

Permittees

Suspension of Privileges	14	14
Warnings	32	12

Hall Owners

Suspension of Privileges	1	2
Warnings	27	16



Liquor Inspector Dale Neal offers assistance to beer vendor operator Garry Siemens of the Cambridge Hotel.

Inspections/Investigations

The current and prior fiscal year's inspections and investigations are as follows:

Type of Inspection	1991	1992
Occasional Permit Functions	3,404	2,982
Banquet Halls	185	217

Type of Licence

Hotel Registration	1,468	850
Retail - Beer Vendor	5,697	5,318
- Brewer's Retail	Nil	Nil
- Sacramental Wine	1	5
Beverage Room	5,897	5,407
Dining Room	8,918	9,723
Transportation	23	14
Cocktail Lounge	3,259	3,854
Cabaret	620	477
Spectator Activities	126	116
Private Club	1,252	1,315
Sports Facility	98	159
	<u>30,948</u>	<u>30,347</u>

Type of Investigation	1991	1992
*Occasional Permits (Prior to Issue)	1,670	1,628
Final Inspections for New Licences and		
Extension of Existing Licences	469	483
General Investigations and Complaints	<u>1,188</u>	<u>1,200</u>
	<u>3,327</u>	<u>3,311</u>

*Investigations resulted in 56 applications being cancelled or withdrawn as applicants did not comply with specific Sections of the Liquor Control Act, its regulations and Commission policies.

INTERNAL AUDIT

Internal Audit continued to perform systematic reviews and appraisals of Commission operations for purposes of advising management as to the economy, efficiency and effectiveness of management policies, practices and controls. Improvements were recommended where appropriate.

During the year, 36 visits were made to 30 liquor stores consisting of 24 full audits and 12 cash counts.

In accordance with the department's five-year plan, Head Office audits were conducted including the

merchandising and quality control functions. Two reviews were performed as follow-up to previous audit work. Specific testing was also conducted for price changes, cash receipts, and year end warehouse inventory.

Internal Audit became involved in select systems under development including the implementation of the point-of-sale computerized cash register system.

FINANCE

In fiscal 1992, liquor sales decreased by \$8,727,000 (2.5%) while gross profit increased by \$8,604,000 (5.5%). Income from licence fees and other sources decreased by \$2,349,000 (32.2%) mainly due to a reduction in liquor licence supplementary fees and the collection of levies charged to travellers for importing liquor when entering Manitoba through border points. General and administrative expenses increased by \$774,000 (3.0%) and fixed assets charged to operations increased by \$158,000 (10.7%).

The resulting net profit increased by \$5,323,000 (3.9%) to \$140,882,000 which was paid to the Province's Revenue Division of the Consolidated Fund. In addition to the net profit, the Commission also remitted Manitoba Retail Sales Tax of \$9,757,000 and Environmental Protection Tax of \$1,456,000 to the Province of Manitoba.

Included in the cost of goods sold is \$29,177,000 paid to the Government of Canada as Customs and Excise Taxes and Duties in respect of spirits, wine, imported beer, coolers and ciders.

Excise Duty on domestic beer is paid by the breweries directly to the Government of Canada.

Customer acceptance and demand for the Commission's cheque cashing courtesy card continued this year with over 900 cards being issued. With 3,000 cards issued to date, this service allows individuals to pay for liquor by cheque. Applications for this card are available at liquor stores throughout Manitoba.

Gift certificates in denominations of \$10 and \$25 are available throughout the year from Commission liquor stores. The sale of gift certificates has proven to be most popular during the Christmas holiday season.

Information Systems

The retail point-of-sale system was installed in all 49 retail liquor stores. A HELP Desk support facility was established, and classroom-type training provided to over 200 staff members.

The beer order processing system went through a major rewrite to eliminate the distinction of on and off-premises beer purchases. Our customers (licensees) are now receiving a new customer statement which provides order information in a clearer and simpler format.

The Information Centre continued to support end-user computing through the installation of several new microcomputers and the continuing support of our existing microcomputers. Training was provided to 26 staff members in 45 computer-related courses. Major initiatives underway include the conversion of all word processing to microcomputers, and the expansion of the Local Area Network.

Profit and Expense Ratios in Fiscal Years Ended March 31 (\$000's)

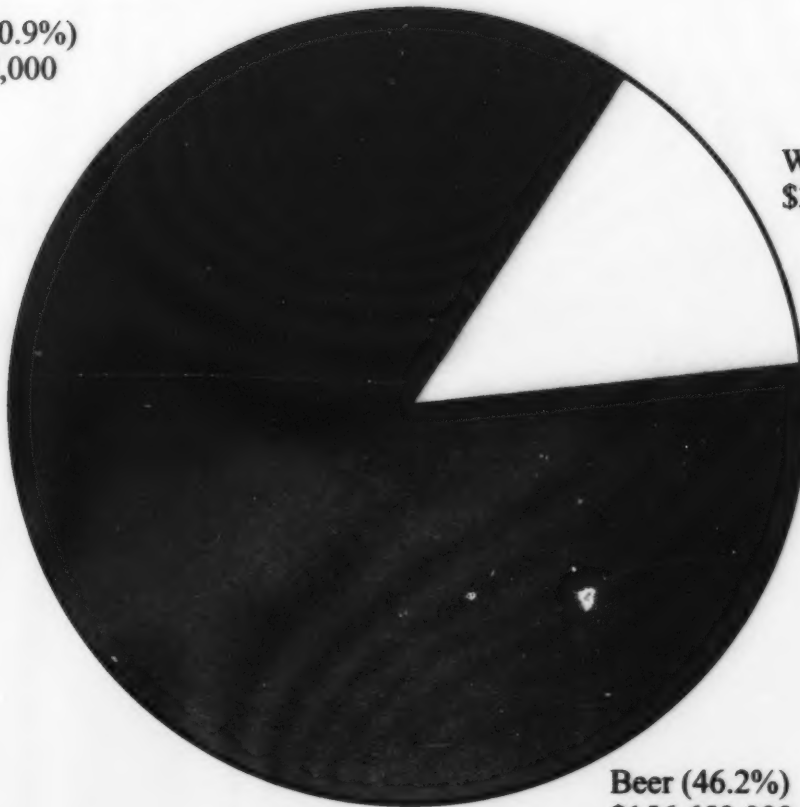
	1988	1989	1990	1991	1992
Sales	\$364,987	\$367,140	\$360,342	\$348,088	\$339,361
Gross Profit	168,642	167,780	163,422	155,479	164,083
Net Profit	151,451	150,202	145,949	135,559	140,882
General and Administrative Expenses	22,817	23,772	24,490	25,751	26,525
Fixed Assets Charged to Operations	658	1,233	1,553	1,474	1,632
Gross Profit as % of Sales	46.20%	45.70%	45.35%	44.67%	48.35%
Net Profit as % of Sales	41.49%	40.91%	40.50%	38.94%	41.51%
General and Administrative Expenses as % of Sales	6.25%	6.47%	6.80%	7.40%	7.82%
Fixed Assets Charged to Operations as % of Sales	.18%	.34%	.43%	.42%	.48%



Accountants Elaine Chartier and Harry Lessard review monthly financial reports.

SALE OF LIQUOR – 1992

Spirits (40.9%)
\$138,958,000



Wine (11.5%)
\$39,007,000

Coolers/Ciders
(1.4%)
\$4,737,000

Beer (46.2%)
\$156,659,000

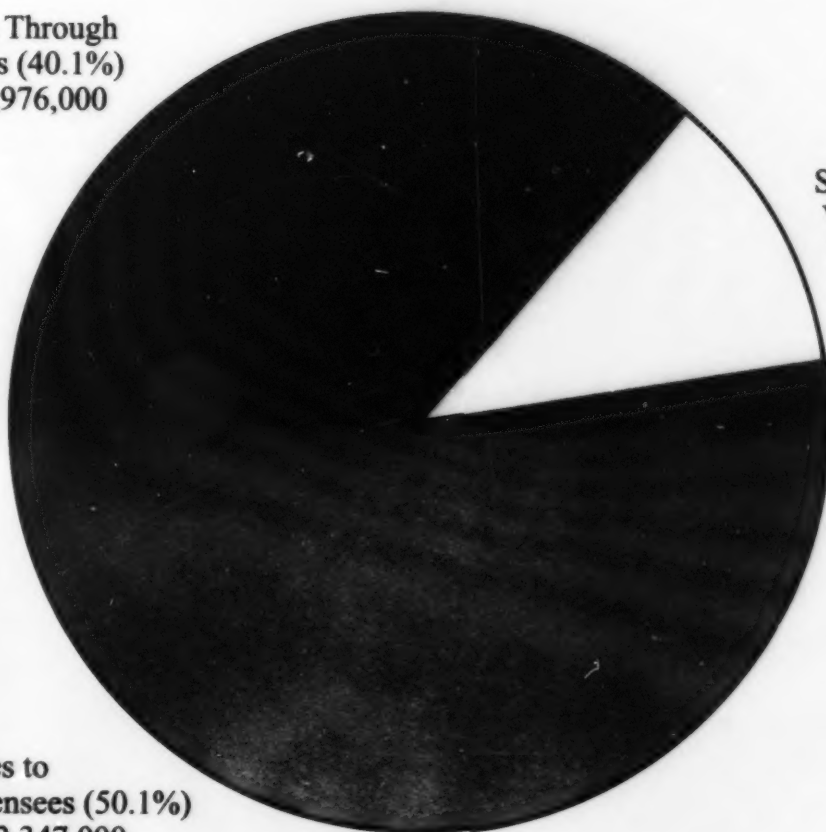
SOURCES OF REVENUE – 1992

Sales Through
Stores (40.1%)
\$137,976,000

Sales to Liquor
Vendors (8.4%)
\$29,038,000

Fees and Other
Revenue (1.4%)
\$4,956,000

Sales to
Licensees (50.1%)
\$172,347,000



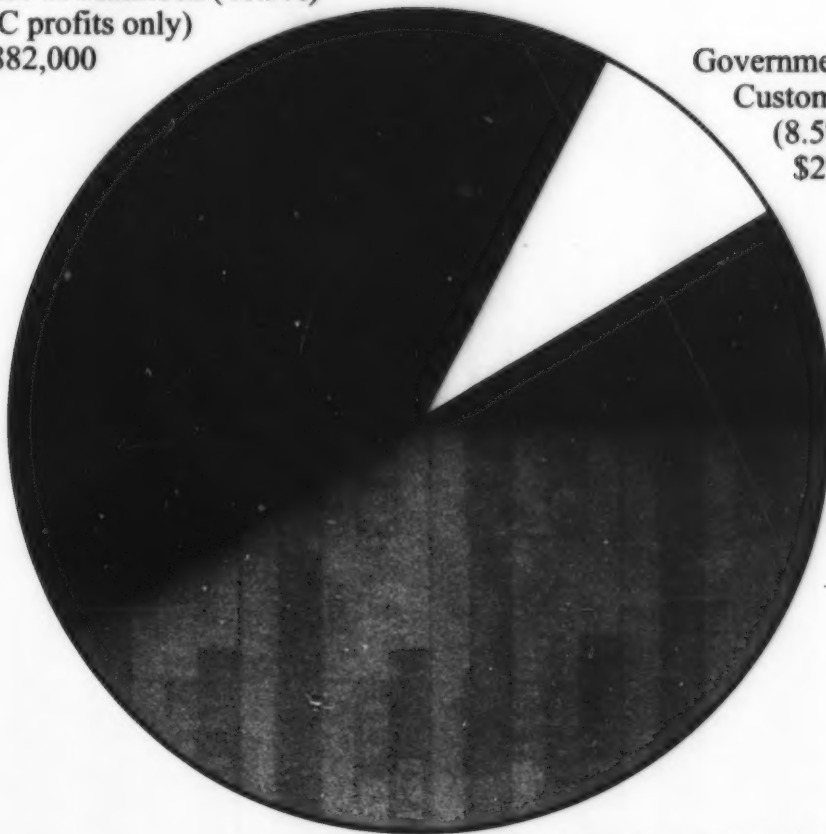
DISTRIBUTION OF REVENUE – 1992

Province of Manitoba (40.9%)
(MLCC profits only)
\$140,882,000

Government of Canada
Customs, Excise
(8.5%)
\$29,177,000

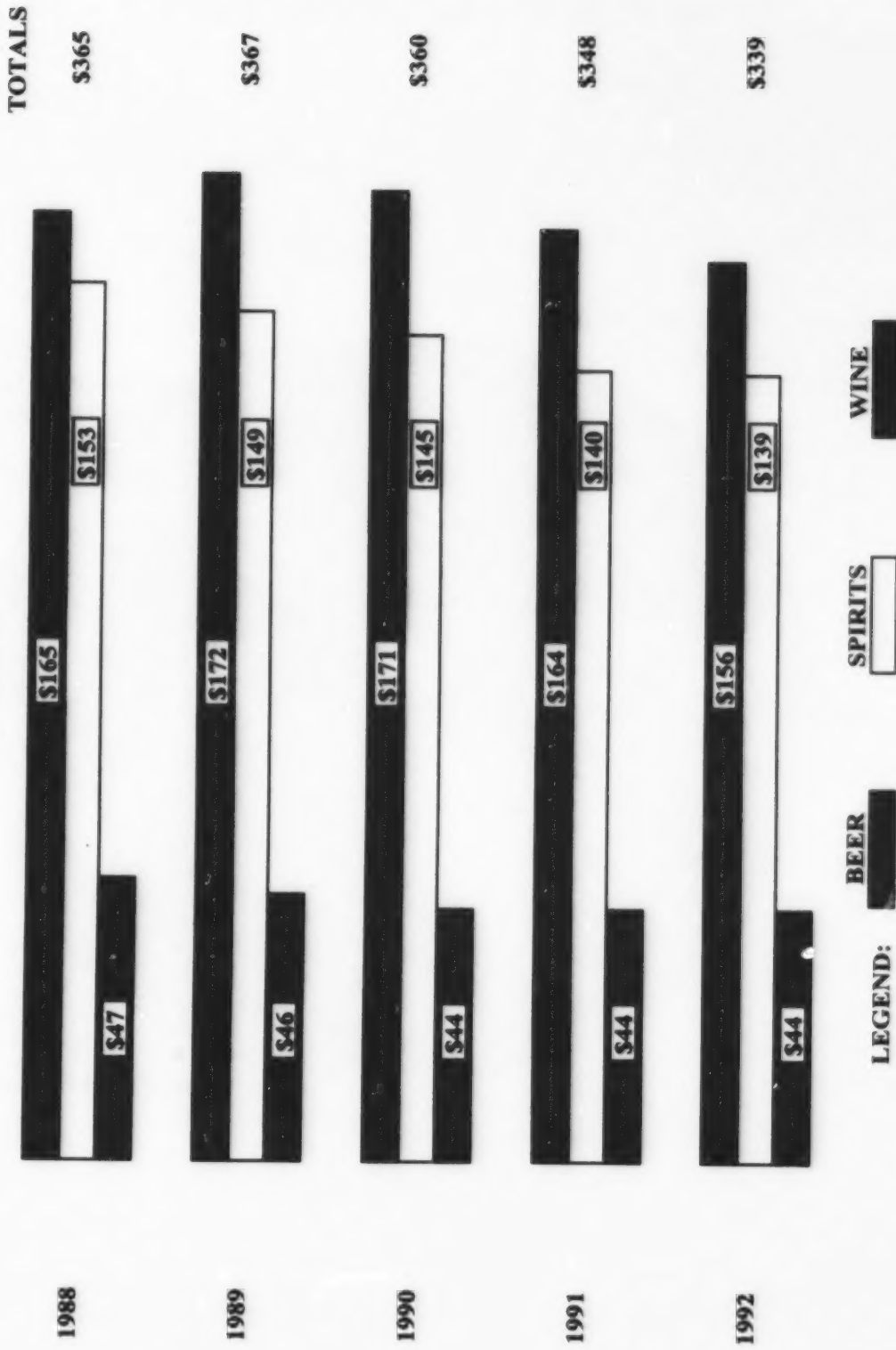
General,
Administrative and
Fixed Asset
Expenses (8.2%)
\$28,157,000

Suppliers and Freight (42.4%)
\$146,101,000



SALES VALUE OF LIQUOR SOLD IN MANITOBA

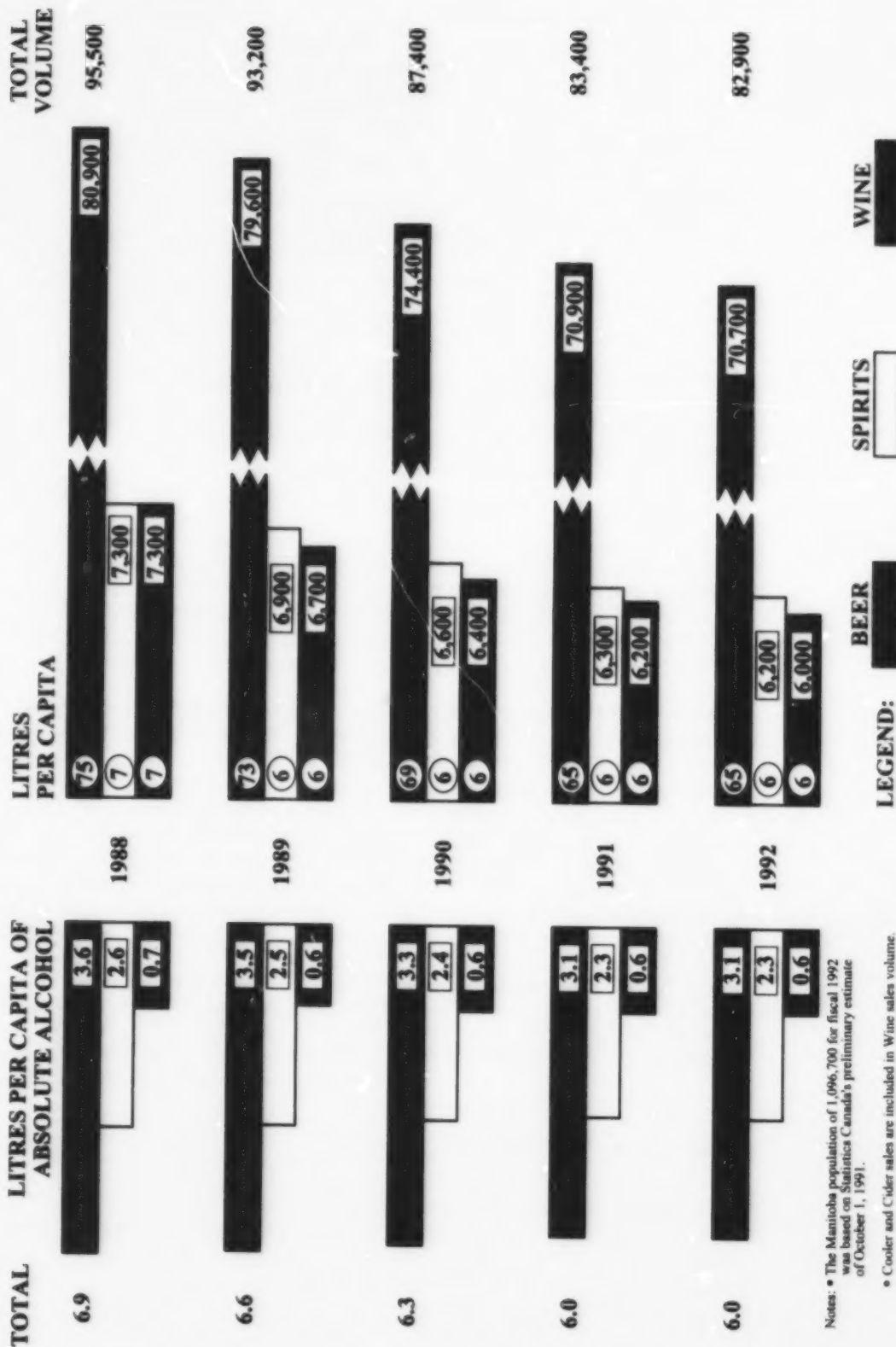
(in millions)



Note: Cooler and Cider sales are included in Wine sales.

VOLUME OF LIQUOR SOLD IN MANITOBA

(000's of litres)



Notes: • The Manitoba population of 1,096,700 for fiscal 1992 was based on Statistics Canada's preliminary estimate of October 1, 1991.

• Cooler and Cider sales are included in Wine sales volume.



THE LIQUOR CONTROL COMMISSION
MANAGEMENT REPORT

The accompanying financial statements are the responsibility of management and have been prepared in accordance with the accounting policies disclosed in Note 2. In management's opinion the financial statements have been properly prepared and of necessity include some amounts based upon management's best estimates and judgements.

As management is responsible for the integrity of the financial statements, management has established systems of internal control to provide assurance that assets are properly accounted for and safeguarded from loss.

D.E.R. Smith,
President & Chief Executive Officer

A. B. Ahoff, C.A.,
Vice President, Finance
& Licensing

June 12, 1992



**Office of
the Provincial Auditor**

905 - 386 Broadway
Winnipeg, Manitoba, CANADA
R3C 3R6

AUDITOR'S REPORT

To the Legislative Assembly of Manitoba

We have audited the balance sheet of The Liquor Control Commission as at March 31, 1992 and the statements of income and changes in cash position for the year then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In accordance with The Liquor Control Commission's accounting policies, as described in note 2, the actuarial liability for pensions and the liabilities for vacation pay, retirement allowances and unfunded workers' compensation as at March 31, 1992 in the total amount of \$21,102,000 and the related expenses have not been recorded in these financial statements. These accounting policies are consistent with those of prior years, however they do not result in fair presentation. If these liabilities and related expenses had been recorded in these financial statements, the Commission's liabilities as at March 31, 1992 would have been increased by \$21,102,000 (1991 - \$19,893,000) and the liability for net profit payable to the Province of Manitoba as at March 31, 1992 would have been decreased by \$21,102,000 (1991 - \$19,893,000).

In our opinion, except for the failure to record the information referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 1992 and the results of its operations and the changes in its cash position for the year then ended in accordance with the accounting policies stated in note 2 to the financial statements.

W. A. Johnson, CA
A/Assistant Provincial Auditor

Winnipeg, Manitoba
June 12, 1992

THE LIQUOR CONTROL COMMISSION

**STATEMENT OF INCOME
FOR THE YEAR ENDED MARCH 31, 1992
(\$000's)**

	1992	1991
Sales:		
Stores and liquor vendors (Note 4)	\$167,014	\$168,384
Licensees	<u>172,347</u>	<u>179,704</u>
	339,361	348,088
Cost of Sales:		
Stores, liquor vendors and licensees	<u>175,278</u>	<u>192,609</u>
Gross profit	164,083	155,479
Other income (Note 5)	<u>4,956</u>	<u>7,305</u>
	169,039	162,784
General and administrative expenses (Note 6)	<u>26,525</u>	<u>25,751</u>
Operating profit before fixed assets charged to operations	142,514	137,033
Fixed assets charged to operations (Notes 2 and 7)	<u>1,632</u>	<u>1,474</u>
Net profit paid or payable to the Province of Manitoba	<u>\$140,882</u>	<u>\$135,559</u>

THE LIQUOR CONTROL COMMISSION

BALANCE SHEET AS AT MARCH 31, 1992 (\$000's)

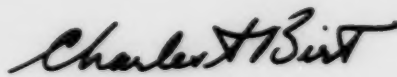
ASSETS

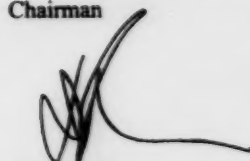
	1992	1991
Current Assets:		
Cash on hand and in banks	\$ 2,946	\$ 3,724
Accounts receivable - claims and other	401	1,341
Inventory (Note 3)	11,781	13,536
Prepaid expenses and supplies	<u>390</u>	<u>439</u>
	<u>\$15,518</u>	<u>\$19,040</u>

LIABILITIES

Current Liabilities:		
Accounts payable - trade and other	\$ 8,515	\$10,375
Goods and Services Tax payable	893	892
Manitoba Retail Sales Tax payable	645	763
Net profit payable to the Province of Manitoba	442	1,985
Environmental Protection Tax payable	96	104
Deferred licence fees	<u>427</u>	<u>421</u>
	11,018	14,540
Non-interest bearing working capital advance provided by the Province of Manitoba	<u>4,500</u>	<u>4,500</u>
	<u>\$15,518</u>	<u>\$19,040</u>

APPROVED ON BEHALF OF THE COMMISSION:


Chairman


President &
Chief Executive Officer


Vice President,
Finance & Licensing

THE LIQUOR CONTROL COMMISSION

**SCHEDULE OF SALES, COST OF SALES AND GROSS PROFIT
FOR THE YEAR ENDED MARCH 31, 1992
(\$000's)**

	Spirits	Wine	Coolers/ Ciders	Beer	Total
Sales:					
Stores and liquor vendors	\$117,122	\$ 31,947	\$ 4,151	\$ 13,794	\$167,014
Licensees	<u>21,836</u>	<u>7,060</u>	<u>586</u>	<u>142,865</u>	<u>172,347</u>
Total Sales for 1992	<u>\$138,958</u>	<u>\$ 39,007</u>	<u>\$ 4,737</u>	<u>\$156,659</u>	<u>\$339,361</u>
Total Sales for 1991	<u>\$139,672</u>	<u>\$ 39,985</u>	<u>\$ 4,351</u>	<u>\$164,080</u>	<u>\$348,088</u>
Cost of Sales:					
Total Cost of Sales for 1992	<u>\$ 54,803</u>	<u>\$ 16,257</u>	<u>\$ 2,431</u>	<u>\$101,787</u>	<u>\$175,278</u>
Total Cost of Sales for 1991	<u>\$ 62,327</u>	<u>\$ 18,458</u>	<u>\$ 2,468</u>	<u>\$109,356</u>	<u>\$192,609</u>
Gross Profit for 1992	<u>\$ 84,155</u>	<u>\$ 22,750</u>	<u>\$ 2,306</u>	<u>\$ 54,872</u>	<u>\$164,083</u>
Gross Profit for 1991	<u>\$ 77,345</u>	<u>\$ 21,527</u>	<u>\$ 1,883</u>	<u>\$ 54,724</u>	<u>\$155,479</u>
Gross Profit as a Percentage of Sales for 1992	<u>60.6</u>	<u>58.3</u>	<u>48.7</u>	<u>35.0</u>	<u>48.4</u>
Gross Profit as a Percentage of Sales for 1991	<u>55.4</u>	<u>53.8</u>	<u>43.3</u>	<u>33.4</u>	<u>44.7</u>

THE LIQUOR CONTROL COMMISSION

STATEMENT OF CHANGES IN CASH POSITION FOR THE YEAR ENDED MARCH 31, 1992 (5000's)

	1992	1991
Cash Receipts:		
Sales - spirits, wine, coolers/ciders and beer	\$339,361	\$348,088
Annual and supplementary licence fees and other	4,914	7,179
Goods and Services Tax	23,899	4,685
Manitoba Retail Sales Tax	9,639	17,504
Environmental Protection Tax	<u>1,598</u>	<u>1,560</u>
	<u>379,411</u>	<u>379,016</u>
Cash Disbursements:		
Purchases - merchandise, federal duty, excise and sales taxes, etc.	174,162	191,105
General and administrative expenses	26,705	25,768
Fixed assets charged to operations	1,636	1,483
Goods and Services Tax	23,898	3,792
Manitoba Retail Sales Tax	9,757	18,184
Environmental Protection Tax	<u>1,606</u>	<u>1,565</u>
	<u>237,764</u>	<u>241,897</u>
Net cash available for transfer	141,647	137,119
Transfers to Minister of Finance:		
Current year's net profit	140,440	133,574
Prior year's net profit	<u>1,985</u>	<u>2,417</u>
	<u>142,425</u>	<u>135,991</u>
Excess of cash receipts over (under) disbursements and transfers	(778)	1,128
Cash on hand and in banks, beginning of the year	<u>3,724</u>	<u>2,596</u>
Cash on hand and in banks, end of the year	<u>\$ 2,946</u>	<u>\$ 3,724</u>

THE LIQUOR CONTROL COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 1992
(\$000's)

1. NATURE OF ORGANIZATION

The Liquor Control Commission was formed in 1923 as an agency of the Government of Manitoba under the Government Liquor Control Act. The Commission's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the Commission; and to do all such things necessary to effect the provisions of the Liquor Control Act.

2. SIGNIFICANT ACCOUNTING POLICIES

- a. Inventories of goods for resale are valued at cost.
- b. Fixed assets are charged to operations in the year acquired.
- c. In accordance with the provisions of the Manitoba Civil Service Superannuation Act, the Commission contributes 50% of the pension disbursements made to retired employees. Such payments are charged to operations as incurred and provision is not made in the accounts to fund current or past service obligations to the Superannuation fund. Based on formulas provided in an actuarial report completed as at December 31, 1989, the unfunded liability on a non-indexed basis for the Commission's employees amounts to \$18,944 as at March 31, 1992 (1991 - \$17,794).
- d. Accrued vacation pay and retirement allowances are not recorded. The unrecorded liabilities as at March 31 are as follows:

	1992	1991
Vacation pay	\$1,293	\$1,284
Retirement allowances	<u>722</u>	<u>686</u>
	<u>\$2,015</u>	<u>\$1,970</u>

- e. In accordance with provisions of the Workers Compensation Act, the Commission is a self insurer. The costs of accidents are charged to operations as incurred and provision is not made in the accounts to fund future obligations to the Workers Compensation Board. Based on information provided by the Workers Compensation Board, the Commission's unfunded liability as at March 31, 1992 is approximately \$143 (1991 - \$129).

3. INVENTORY AT COST

	1992	1991
In bond merchandise	\$ 6,540	\$ 7,667
Duty paid merchandise	<u>5,241</u>	<u>5,869</u>
	<u>\$ 11,781</u>	<u>\$ 13,536</u>

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately \$2,931 at March 31, 1992 (1991 - \$3,576).

4. SALES - STORES AND LIQUOR VENDORS

	1992	1991
Sales to liquor vendors	\$ 31,976	\$ 31,320
Discounts	<u>(2,938)</u>	<u>(2,693)</u>
	29,038	28,627
Store sales	<u>137,976</u>	<u>139,757</u>
	<u>\$167,014</u>	<u>\$168,384</u>

5. OTHER INCOME

	1992	1991
Border point levies	\$2,076	\$2,992
Occasional permits additional fees	1,218	1,324
Supplementary licence fees	594	1,816
Annual licence fees and licence application fees	460	453
Occasional permits	415	444
Miscellaneous	<u>193</u>	<u>276</u>
	<u>\$4,956</u>	<u>\$7,305</u>

6. GENERAL AND ADMINISTRATIVE EXPENSES

	1992	1991
Salaries and benefits	\$16,498	\$16,406
Leased premises - rentals (Note 8)	2,750	2,558
Superannuation	1,351	1,188
Maintenance and repairs	990	913
Delivery charges	888	868
Utilities	706	704
Grants in lieu of taxes	674	507
Printing, postage and supplies	554	610
Health and post secondary education tax levy	353	351
Equipment rentals (Note 8)	318	235
Travelling	231	265
Protective services	197	197
Miscellaneous	190	143
Product analysis	184	165
Crown Corporations Council levy	166	159
Informational programs	152	188
Staff training	142	141
Audit, legal and other professional fees	84	52
Board of Commissioners - salaries and expenses	57	60
Licensing Board - salaries and expenses	<u>40</u>	<u>41</u>
	<u>\$26,525</u>	<u>\$25,751</u>

7. FIXED ASSETS

	1992	1991
Fixed assets charged to operations:		
Equipment and furnishings	\$1,071	\$ 334
Leasehold improvements	274	408
Systems development	268	633
Automobiles	<u>19</u>	<u>99</u>
	<u>\$1,632</u>	<u>\$1,474</u>

8. LONG-TERM LEASES

- a. The Commission leases its head office and 13 other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985, for a period of 99 years.
- b. The Commission leases another 39 buildings. Leases have expiry dates ranging from 1992 to 2008.

The future minimum lease payments for each of the next five years are as follows:

Year Ending March 31	1993	\$2,022
	1994	1,922
	1995	1,651
	1996	1,375
	1997	1,251

- c. The Commission leases Hewlett-Packard computer equipment. Leases on this computer equipment have expiry dates ranging from 1992 to 1995.

The future minimum lease payments for each of the years to the expiry of the lease contracts are as follows:

Year Ending March 31	1993	\$226
	1994	226
	1995	211
	1996	153

9. COMPARATIVE FIGURES

Prior year's comparative figures have been restated, where necessary, to conform with the presentation adopted for the fiscal year ended March 31, 1992.

APPENDIX I

LIQUOR STORES

The Commission's 49 **SELF-SERVE** stores were in operation at the following locations:

21 in the City of Winnipeg

St. James-Assiniboia - Charleswood

Unicity Mall, 3605 Portage Avenue
Portage & Ainslie
Madison Square
Charleswood, 4910 Roblin Boulevard

St. Boniface-St. Vital

Dominion Shopping Centre
Southdale Centre
St. Vital Square

Winnipeg Centre

Hargrave & Ellice
Eaton Place
Portage & Burnell

North/West Kildonan

Main & Manitoba
Northgate Shopping Centre
Main & Jefferson
Tyndall Market Mall

Winnipeg South

River & Osborne
Grant Park Plaza Shopping Centre
Fort Garry, 1235 Pembina Highway
Fort Richmond, 2855 Pembina Highway

East Kildonan

Regent Park Shopping Centre
Northdale Shopping Centre
Eastwinds Shopping Centre

28 outside the City of Winnipeg

Beausejour
Brandon, 10th & Victoria Avenue
Brandon, Brandon Shoppers Mall
Carman
Churchill
Dauphin
Flin Flon
Gimli
Killarney
Lac du Bonnet
Melita
Minnedosa
Morden
Morris

Neepawa
Pine Falls
Portage la Prairie
Rivers
Roblin
Russell
St. Pierre-Jolys
Selkirk
Souris
Swan River
The Pas
Thompson
Virden
Winnipegosis

APPENDIX II
170 LIQUOR VENDORS (100 SELF-SERVE)

ALEXANDER	Klassen's Food Mart Ltd.	GILLAM	Chamdon Enterprises Ltd.
ALONSA	Fashoway Cafe & Confectionery	GLADSTONE	Boschman's Gladstone Pharmacy
ALTONA	Altona Cleaners Ltd.	GLENBORO	Glenboro Pharmacy
AMARANTH	The Little General	GLENELLA	Preisentanz's General Store
ANOLA	Anola Lucky Dollar	GLENORA	Glenora Hardware Store
ARBORG	Arborg Pharmacy	GRAND MARAIS	Grand Marais Village Store
ARGYLE	Brindley's General Store	GRANDVIEW	Grand Plains Home Hardware
ASHERN	Ashern Pharmacy	GREAT FALLS	Great Falls Foods
AUSTIN	J & D Austin Solo	GROSSE ISLE	Mike & Gerry's
BALDUR	Baldur Variety Store	GYPSTUMVILLE	Gypsumville Supply
BELMONT	Belmont Allied Hardware	HADASHVILLE	Hadashville General Store
BENITO	Benito Drug Store	HAMIOTA	Hamiota Echo Publications Ltd.
BENSCARTH	DJ's Grocery & Meats	HARTNEY	Hartney Variety Store
BIRCH RIVER	Birch River Sporting Goods & Hardware	HAZELRIDGE	Hazelridge Foods (1990)
BIRD RIVER	Tall Timber Lodge	* HECLA ISLAND	R. H. Williams General Merchant
BIRDS HILL	Birds Hill Store	HODGSON	Skibinski's General Store
BIRTLE	Birtle Pharmacy	HOLLAND	Budz Home Hardware
BISSETT	Bissett Variety Shop (1988)	ILE DES CHENES	Ile Des Chenes Shopping Centre
BOISSEVAIN	Houston & Son Co. Ltd.	INGLIS	K & G Food Centre
BRUXELLES	Marginet's Grocery & Hardware	INWOOD	J.O. Olsen & Sons Ltd.
CAMPERVILLE	Clarkson's Grocery Corporation	KELWOOD	T & R General Store
CANADIAN FORCES BASE SHILO	BX Shopping Centre	KENTON	Kenton Prime Tyme 89
CARBERRY	Spud City Food Mart Ltd.	KOMARNO	Komarno Quality Store
CARTWRIGHT	Cartwright Health Centre	LA BROQUERIE	Le Bon Ami
CLANDEBOYE	Clandeboyce Store	LA SALLE	La Salle General Store
CRANBERRY PORTAGE	Streamer Hardware	* LAKE METIGOSHE	Holiday Hills Grocery
CYPRESS RIVER	Anderson's Solo Store	LANGRUTH	Farncombe's Food Centre
DELORAINÉ	Clelland's Enterprises	LAURIER	T & R General Store
DOMINION CITY	BJ's Variety Store (1990)	LEAF RAPIDS	Leaf Rapids Pharmacy
DUGALD	Dugald Convenience Store	LETELLIER	Gallant's Lucky Dollar
ELGIN	West Elgin Mall	LIBAU	Libau Trading Post Inc.
ELIE	Elie Grocery Store	LORETTE	Chez Heather Shop
ELKHORN	Twin Valley Co-Op Ltd.	LUNDAR	Lundar Pharmacy Ltd.
ELM CREEK	Rose's Grocery	LYNN LAKE	Clarke's Pharmacy
ELMA	Lycar Holdings Ltd.	MacGREGOR	MacGregor Lo-Cost (1987)
EMERSON	Holly's Food & Hardware Ltd.	MAFEKING	Doan's General Store
ERICKSON	Mountain Park Pharmacy	MANITOU	Langseth's Pharmacy Ltd.
ERIKSDALE	Lucky Dollar Foods	MARIAPOLIS	Pouteau Solo
ETHELBERT	Lucky Dollar Economy Store	McAULEY	Watson's Food Plus
* FALCON LAKE	Falcon Lake Drugs	McCREARY	Reischek's Pharmacy
FANNYSTELLE	Hamel's General Store	MEDORA	Medora Trading Ltd.
FISHER BRANCH	Fisher Branch Health Centre	MIAMI	Westaway's Pharmacy
FRASERWOOD	Welchinski Esso Service		
GARSON	Garson Grocery Ltd.		
GILBERT PLAINS	Gilbert Plains Pharmacy		

MINIOTA.....	Andrew Agencies Ltd.	SANFORD.....	Sanford Lumber & Building Supplies
MINITONAS.....	Nemetchek Enterprises	SARTO.....	Sarto General Store
MINTO.....	Community Market	SEVEN SISTERS.....	Genie's Gift & Novelties
MOOSEHORN.....	Moosehorn Supply	SHILO.....	Crang's Grocery
NARROWS.....	The Narrows General Store	SHOAL LAKE.....	Henderson's Pharmacy
NEWDALE.....	Switzer Agencies	SIFTON.....	Boguski Grocery
NINETTE.....	Mainstyle Variety	SNOW LAKE.....	Northern Stores Inc.
NOTRE DAME DE LOURDES.....	Notre Dame Shopping Centre	SOMERSET.....	Pittet's Lucky Dollar
* NUTIMIK.....	Nutimik Lodge	SPERLING.....	"Just Joy"
OAK LAKE.....	Valleyview Oak Lake Co-Op	SPRAGUE.....	Carl's Solo Store
OAK RIVER.....	Oak River Agency	SPRINGFIELD.....	Garven Solo Store
OAKBANK.....	Family Fare	STARBUCK.....	Starbuck Barber Shop
OAKBURN.....	Oak-Site Grocery	STEAD.....	Lesosky General Store
OAKVILLE.....	Oakville Super Market	STONEWALL.....	Stonewall Pharmacy Ltd.
ONANOLE.....	Onanole Hardware	STONY MOUNTAIN.....	Mountainview General Store
PIERSON.....	Phair's Hardware	STRATHCLAIR.....	Strathclair Consumers Co-op Ltd.
PILOT MOUND.....	Pilot Mound Lucky Dollar	SUNDANCE.....	Sundance Shopping Centre
PINAWA.....	Northern Stores Inc.	SUNDOWN.....	Eliuk's Solo Store
PINE RIVER.....	Semeniuk's Groceteria	SWAN LAKE.....	Stevenson's Pharmacy Ltd.
PIPESTONE.....	Pipestone Grocers	TEULON.....	Duncan Pharmacy Ltd.
PLUMAS.....	Plumas Solo Store	TOLSTOI.....	Hall's Val-u Foods
POPLAR POINT.....	Poplar Point General Store	TRAVERSE BAY.....	Traverse Bay Corner Store
POPLARFIELD.....	B & I Food Town	TREHERNE.....	Pinder's Pharmacy
POPLARFIELD.....	Poplarfield Groceteria	VASSAR.....	Vassar General Store
RAPID CITY.....	Waldon Insurance Agencies	VITA.....	Sumthing Special Florist & Gift Shop
RATHWELL.....	Rathwell Solo & Hardware	WABOWDEN.....	Dwyer's General Store
RENNIE.....	Rennie Grocery & Hardware	WANLESS.....	Forest Grove Meat & Grocery
RESTON.....	Reston Drugs	WARREN.....	Pete's General Store
RICHER.....	Burnells Food Plus	WASKADA.....	Wilbro Enterprises Inc.
RIDGEVILLE.....	Ridgeville Co-operative Community Club	WATERHEN.....	North Star Tourist Camp
RIVERTON.....	Thorarinson's General Store	WEST HAWK LAKE.....	West Hawk Motel
ROLAND.....	Roland E-Z Mart	WESTBOURNE.....	West Lake Agencies
RORKETON.....	Pulak's General Store	WHITEMOUTH.....	Whitemouth Sundries
ROSSBURN.....	L.P.K. Enterprises	WINNIPEG BEACH.....	McGregor's Drug Store Ltd.
ROSSENDALE.....	Rossendale Country Store	WOODLANDS.....	Studler's General Store
ST. ADOLPHE.....	A & D Groceries	WOODRIDGE.....	Woodridge General Store
ST. AMBROISE.....	St. Ambroise General Store		
ST. CLAUDE.....	St. Claude Florist & Photo		
ST. EUSTACHE.....	Allard R & L Store		
ST. FRANCOIS XAVIER.....	Na's Food Mart		
ST. LAURENT.....	Chartrand's Grocery		
ST. LAZARE.....	J.C. & O.J. Ltée.		
ST. MALO.....	St. Malo Co-operative Ltd.		
STE. AGATHE.....	Ste. Agathe Grocery		
STE. ANNE.....	Ste. Anne Sundries		
STE. ROSE DU LAC.....	Ste. Rose Variety Shop		
SANDY LAKE.....	Sandy Lake Hardware		

* Seasonal Liquor Vendor
(open mid May to mid September)

NOTES

